

THE HEART AND SOUL OF CAO

While the origins of most world capitals can be traced back many centuries, Canberra is an urban youngster that – before 1913 – was only a blueprint, its grasslands and hills home to sheep and kangaroos.

When parliamentarians of Sydney and Melbourne finally yielded their claims for Federal status, the proposal for an altogether new national capital was agreed and, in 1908, a site chosen. Three-hundred kms South-west of Sydney, a 2359-sq-km tract of land was cut out of New South Wales to form the Australian Capital Territory (ACT).

Canberra itself was carefully planned before a single brick was laid. Designed by brilliant young Chicago architect Walter Burley Griffin, the city today stands much as he planned it – described as “a city scattered through a park.”

Built in a splendid natural setting, Canberra is a rare example of harmony between humans and their environment. It is also home to as dedicated and friendly a team of Digits as you'll hope to ever find. On page 8 we take a look at the past, present and future of our Canberra (CAO) Branch. ●

GOOD FORTUNE

Out of the premier 500 corporations in the US, Digital takes a spot near the top at number 30, according to the newest *Fortune* 500 listing produced by the prestigious US-based business magazine *Fortune*.

Our rating is a jump up of eight places from last year's list, and notches us into second place in the list of the top 26 industrial firms in the “Computers/Office Equipment” category. ●



JUMPING FOR JOY

PURSUIT OF EXCELLENCE in work (and play) has always been the motto of our New Zealand Digits, known for their willingness to go to any length to achieve their aims. NZO FS Engineer Graeme McDonald recently went some 30 metres downwards in a February ‘Bungee Jumping’ expedition, to prove his theory that a challenge is as good as a holiday. Graeme's venture into the unknown was accompanied by four co-Digits, who all survived to tell the story on page 6.

OVERVIEW: GRAEME SHORTER

Regional Computer Special Systems (CSS) Manager, Graeme Shorter speaks out about Digital's ability to deliver customised solutions "anytime, any place and no matter!"

Several years ago, I was fascinated by an author named Stan Davis who proposed that there exists a basic logical progression: as scientists discover new things about the universe, they are translated into new technologies; those technologies are applied to create new products; in turn, the products create businesses that need organisation to operate.

Universe → Science →
Technology → Business
→ Organisation

An example in the industrial period had its beginning with the discoveries of Newton, on whose basic principles a motor could be developed. This led to a car being produced by Henry Ford and in doing so, he implemented the industrial assembly line. Alfred Sloan subsequently developed the divisional corporate structure that we know today.



Similar examples exist for both the pre-industrial agricultural period and the post-industrial service economy that we are now in.

Stan Davis further believed that our new knowledge of the basic properties of the universe – time, space and mass – is changing the environment needed to run tomorrow's businesses.

Time in the agricultural era was a sort of endless recurrent cycle. In the industrial era there was a predominant 9 am – 5 pm or shift mentality, probably giving way to a more all-encompassing view of time for the future service economy.

Space also means different things in different economies. Most recently and for the future, our drive is to transcend space by communicating across enormous distances – in fact to anywhere, with voice, data, image – the final result being the commercial development of outer space resources.

Mass (or matter) leads me to the real subject of this article. In the three decades since the Information Revolution began, our sense of business has shifted. It has moved from the manufacture and consumption of material goods produced by the industrial economy to that of services or immaterial ('no-matter') goods generated by the information or service economy.

The influence that these new understandings of time, space and mass will have in the context of the new service economy can be expressed as: "anytime, any place, and no matter".

Customisation

The shift of emphasis towards the marketing of intangible needs puts a new importance on a set of service capabilities that come

under the heading of customisation.

I rate this capability as a major competitive factor for most businesses.

The market appeal for customisation is widespread and the examples numerous.

A personal instance was the selection of my own boat, which was to be used for both fishing and just general cruising. One of the major influencers was the manufacturer's willingness to tailor the finished product – an extra couple of grab rails, special seats that incorporated storage, a live bait-well and, most importantly, an oversized built-in fish-catch tank to pander to my typical fisherman's optimism. These were the small items that made his offer irresistible – it was to be a *unique* boat in my eyes, giving me a competitive edge over all other fishermen in other boats!

For all of us at some time, a petty dread is the appearance of an identical dress or suit to our own newly purchased outfit at an important function.

Imagine the appeal of a clothing store that could guarantee yours was one-of-a-kind – if only in some small identifiable feature – at a similar price to the mass produced item.

The problem with the customisation of things is that they are usually expensively priced because of the extra costs associated with doing the job only once, or in small quantities.

The secret is in adopting production line techniques to custom work – a good example is Cabbage Patch Dolls – individually tailored, but mass produced.

And, by introducing more mass customisation techniques through repeatable processes, the competitive pricing can be maintained.

We Have Come a Long Way

When the Model-T Ford was first offered to the market, people understood that they could have it in any colour – it was basic black!

It won't be long now before car buyers here, like those in Japan, will be able to order a custom tailored vehicle and have it in 48 hours.

In our industry, computer systems in their basic production line form can't easily provide a competitive edge. The competitive edge comes from the tailoring of the system to fit the company organisation strategy and operation. Predominantly, this happens through the addition of software, but also often through the customisation of hardware and firmware.

It's in addressing this market need that CSS, in the Systems Integration Group, is positioned within Digital – as the hardware and firmware tailors. This will help progress the customer perception that we are the company that offers customised solutions – anytime, anyplace and "no matter." ●

digital

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Welcome Aboard

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 Leanne Power, Customer Response Representative, STL
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 Nanette Alexander, Secretary, WEO
 Joanne Aylett, Call Desk Operator, SNO
 Carol Clark, Telephonist, BBO
 Sheryl Sparrow, Facilities Supervisor, NZO
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 Leonie Ibbett, FS Contract Administrator, STL
 Paul Cockcroft, SWS Specialist, STL
 Ines Grunberger, Region Petty Cashier, SNO ●

CAREER MILESTONES

Please join us in congratulating the following Digits who will reach important milestones in their career with Digital in June.

Twenty-year Recipient

Bill Fulton, SNH SWS

Ten-year Recipients

Harold Smith, CCO FS
 Wendy Powell, SNA CSS
 Raymond Harney, SNL SB
 Margaret Williams, SNH SWS

Five-year Recipients

Ian Diwell, SNL SWS
 Phillip Corke, SNL SWS
 Bruce Carpenter, SNL SB
 Russell Holmes, SNM Sales
 Linda Glassop, SNO F&A
 Lindsay Patterson, STL FS
 Paul Hummerston, STL FS
 John Lloyd, SNL FS
 Louis Tassone, SNO MIS
 Claire MacDonald, STL FS
 Ken Fox, STL FS ●



SENIOR REPRESENTATIVES of the Queensland Government, the Southeastern Queensland academic community and Digital recently met at a 'woods meeting' over two days in a high-level conference known as the 'Queensland Technology Forum'. The objective was to achieve a shared understanding of the State's plans for further developing Queensland's information technology industry. Participating Digits were Regional Engineering Manager Bob Starkey, Regional Manager External Relations Chris Fink, Education Account Manager Brenda Williams, and Manager of Enterprise-Wide Systems Michael Hopkins.

Pictured here from left to right: Greg Williams, Industry Development Officer for the Queensland Department of Industry Development; Bruce Calder, General Manager of Bond Technology; Michael Hopkins; Professor Andrew Lister, Head of the Computer Science Department and Key Centre for Software Technology at the University of Queensland; and Professor Geoff Dromey, Head of the School of Computing and Information Technology at Griffith University.

THE FIRST FACE OF DIGITAL



INSET, from left to right, the dynamic trio who are responsible for the success of CRG: Supervisor Lynda Sykes, CRG Manager Jean Lewis and Supervisor Kim Nichols.

THE CUSTOMER RESPONSE GROUP (CRG) of the Customer Response Centre – based at St Leonards (STL) – celebrated their first year of operation in February, and are rightfully proud of their efforts so far. This group of 20 Digits handles over 7000 calls a week from customers and engineers Australia-wide. To the voice on the other end of the line, they are the first face of Digital.

DIGITAL'S FINANCIAL ARCHITECTURE

Have you ever wondered when completing an Internal Purchase Requisition (IPR) or Employee Expense Voucher (EEV) just why you need to complete the account number? Or what that account number is for?

An account number is a vital financial reporting element that lets managers at all levels of the company – though more particularly Cost Centre and Finance Managers – monitor the progress of the company.

It is used to accumulate similar costs and revenues, from telephone costs, salaries and depreciation to hardware and FS sales, into 'buckets' which collectively form what is called in Regional Accounting, our Chart of Accounts; they are also a major component of our General Ledger, which is used to summarise our performance in Australia and New Zealand.

Under a new scheme being implemented by Digital throughout the world, account numbers and many other facets of our Accounting operations are changing for the better. To best understand the changes, it's important to know the role account numbers play in the bigger picture of a multi-billion dollar corporation.

A Simple View Arrived at with Difficulty

Summary reports of our performance in SPR are transmitted monthly to General International Area (GIA) headquarters in Acton (AKO), where they are consolidated with all the figures from each of the six Regions within GIA (SPR, Canada, the Far East, Japan, India and Latin America/Caribbean).

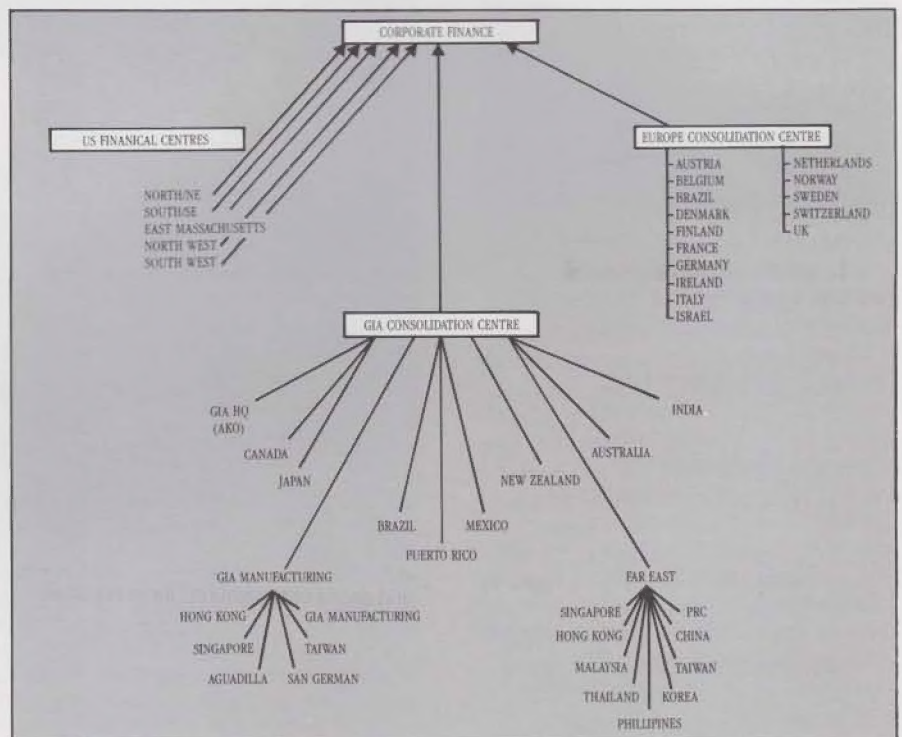
This information is in turn reported by GIA to Corporate Finance as consolidated results. The chain is completed when Corporate Finance consolidates figures from GIA, Europe and the US to form the accounts for Digital world-wide (see illustration right).

The main reports transmitted monthly to AKO are the Condensed Trial Balance (CTB) and the Statement of Operations (SOP).

To create these reports, the account 'buckets' are rolled to form what's known as a Condensed Trial Balance (CTB) – a summary of the General Ledger account balances that gives the view of the company's income and expenditure, otherwise known as profit and loss, and balance sheet, or the listing of the company's assets and liabilities.

The SOP is a performance report of each of our business functions: FS, Systems, Edu Services and SWS. It details the relevant business segments for each of these functions so that each business and segment can review their progress-to-budget. The Subsidiary as a whole can also review its profitability.

For Cost Centre Managers, the groupings of expenses relating to individual Cost Centres



are summarised into Cost Centre Reports that contain information by expense categories. This information allows Cost Centre Managers to monitor actual expenses against budget.

If this sounds a little confusing, the diagram on page 5 may help understand how transactions are boiled down and reported by Regional Accounting.

World-wide Direction

The point of all this is that you might be surprised to learn that – despite the various levels of consolidation required – Digital does not have a common Chart of Accounts world-wide. In other words, before results are reported to Corporate, each Subsidiary has to first convert its local account 'buckets' into nominated US accounts to make consolidation easy. It's left up to each Subsidiary to decide which of their accounts roll up to which US account and, as there are no hard and fast rules for doing this, the process has the potential to lead to mismatches of expenses when consolidating them from around the world.

In Q4 (April/May/June) of FY88, senior members of the US finance community, led by Bruce Ryan, Vice President and Corporate Controller, met to discuss the implementation world-wide of a Common Chart of Accounts (CCOA). Starting with our US operations, they established a project (managed by Fred Holland, Corporate Financial Strategies Group Manager) with the following goals:

- consistent and accurate classification of financial data world-wide

- easier transfer of financial data throughout the Company, and,
- a clear flow of information from systems generating financial information through to the Corporate financial reporting systems.

To achieve these goals, milestones were set for FY89/FY90, including:

Standardisation of Accounts to ensure that all transactions are consistently captured and classified. Standardisation provides each account with a standard name, number and definition to help correctly record transactions when consolidating results. Also providing consistent management information for analysis.

Implementation of Allocation/Cross-charge Policy (CARM 301-20), a policy that defines the methodology for allocating expenses between Cost Centres. Its purpose is to ensure that when expenses are transferred from one business entity (eg Cost Centre) to another for internal business reasons, that a separate allocation account is used – which means the account that the expense was initially charged to remains untouched. This policy is being prepared for world-wide implementation, with implementation in SPR currently in progress.

Standard Expense Categories. Standardisation also requires clear definitions of the expense categories used for analysis, so each standard expense account has now been assigned an expense category. This protects the detail and integrity of Cost Centre data during consolidation and facilitates the reporting of expenses consistently.

Financial Data Warehouse. This ware-

house, already established in the US, lets users extract Cost Centre data across US ledgers whenever they need it. It's proven to be one of the major successes of Digital's Financial Architecture, and contains prior-year actuals and current-year budget/actuals for all Cost Centres on US ledgers. SPR will adopt this concept this year.

Making Progress in GIA

At the beginning of 1989, GIA implemented the Common Chart of Accounts in seven subsidiaries and will extend this to include SPR, Japan and Canada – making GIA the first Area to have installed the CCOA in all of its sites.

The impact on SPR will include new account numbers, new Cost Centre Reports, and changes in Accounting methods and documentation.

In order to implement the CCOA in SPR, however, Australia is required to install a new General Ledger (replacing the current system) and a new reporting environment similar to the US's Financial Data Warehouse.

New Zealand, on the other hand, already has a General Ledger in place that is capable of handling the new CCOA.

Both subsidiaries are required to implement the Allocations policy and a new CTB/SOP process. To manage the implementation, a project team has been created in SPR called the Financial Operations Environment project led by Linda Glassop, Financial Systems Manager. Other members of the team are:

Australia

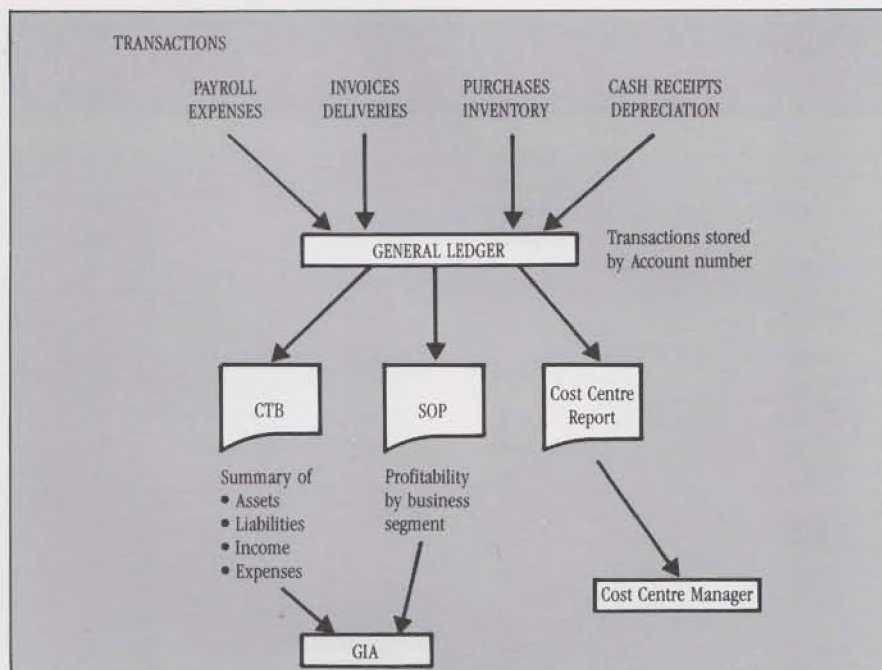
- Tina Schembri (Financial Accounting Manager), General Ledger
- Jon Longworth (Financial Reporting Business Analyst), CCOA
- Peter Plasto (Services FP&A Manager), Reclass (SOP/CTB)
- Stewart Hughes (Operations Accounting Manager), Allocations
- Gary Pope (Systems FP&A Manager), Financial Data Warehouse
- Chris Sakrouge (F&A IS Manager), IS support.

New Zealand

- Brian Slater, NZ Accounting Manager
- Joe Wallace, IS Manager.

The team reports to a Review Board comprised of Regional F&A Manager John Lamb, Fiscal Controller Robin Walker, NZ F&A Manager Gerry Lalonde, Internal Controls Manager Jim Flaye, Systems Business Finance Manager Jim Molloy, Services Business Finance Manager David Leighton, and IS Systems Development Manager Gary Brown.

The impact on SPR of all this change will be:



New Account Numbers

The current General Ledger account numbers will be replaced with the new world-wide account numbers. The CCOA consists of a seven-character code, made up of a four-character common (natural) account and a three-character detail account, to allow for local variations. At the appropriate time, SPR's Cost Centre Managers will be issued with the new Chart of Accounts and a mapping from the old to the new.

New Cost Centre Reports

With the installation of a new General Ledger and the introduction of the new CCOA, the current report will be re-designed.

Monthly Closing Process

The current monthly accounting closing process will be impacted, changing deadlines for feeds to the General Ledger. These impacts will be quantified as the project progresses and liaison will take place with affected departments.

Changes in Accounting Methods

Changes are being made to the way the CTB and SOP are created, with fixed rules being

adopted on a GIA-wide basis (Reclass project). Also, the rules for cross-charging expenses from one cost centre to another are being tightened and changed through the adoption of a new world-wide Allocations policy (Allocations project).

Changes in Documentation

Account numbers can be found on many forms and within procedures and, as such these will require changing. Everyone will be kept informed of changes as the project implementation draws near.

When?

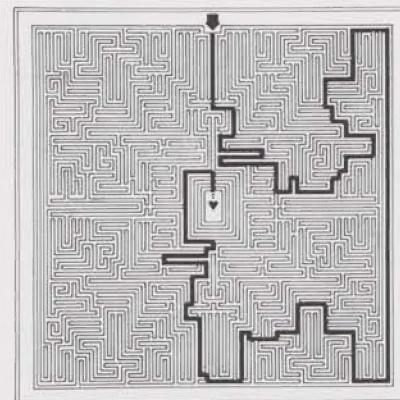
In both Australia and New Zealand, 'go live' is scheduled for July, traditionally a busy time for F&A who are closing the financial books for the year. The relatively short time period is putting a heavy burden on F&A and they look forward to receiving the support and understanding of every SPR Digit for this major project.

For any further information, you can contact Linda Glassop (SNO 7/2) on Chatswood extension 5327. ●

SQUARE HEART

Congratulations to Edu Services Senior Instructor at SMP, David Reid, who scored a square meal courtesy of *Digitalk* for his winning entry to our March 'Square Heart' maze contest.

Thanks to all the Digits who squinted their way to an entry. If you're up to another challenge, set your sights on this month's contest (*on the back page*) – it's a tunnel of fun! ●



NEWS FROM...

◀ NZO F&A CAS Specialist Anita Paul – “They said, ‘look to the trees!’”

“On arriving at Ohakune, it’s a trek and a half getting to the bridge, where there is this trailer set up to take your money and to, in effect, sign your lives away!

“On the day we were there,” Anita continues, “they took on 60 jumpers, so we had plenty of time to contemplate what we were getting ourselves into.

“I actually jumped straight after lunch, and I was glad that I hadn’t bothered to eat anything!”

According to the survivors, the jump itself lasts about 20 seconds, and depending on the weight of the person jumping, it varies how high from the ground you swing. Because the ropes are made of elastic, you can bounce around up and down between six and eight times.

“The most terrifying part is jumping from the platform – you feel like you’re on a big ship and about to walk the plank,” Anita comments. “When you finally stabilise, and you’re left there just hanging, the guys up on the bridge slowly release the ‘Bungy’ so you can reach the ground and untie your ankles.

“Once you’re over that initial scary part, trying to get up afterwards and walk away steadily is your only problem!”

Anita’s final comment? “They say it’s as ‘safe as houses’. I was just glad to get back to mine!”

With further plans for parasailing, ballooning, black-water rafting and hang-gliding, it seems the NZO Digits have caught a daredevil bug. Look out for more hair-raising madness in future issues. ●



DEDICATED OR DEMENTED?

The idea for a crazy New Zealand ‘Bungy Jumping’ stunt originated in the adventurous mind of NZO FS Account Manager Ian Postlewaite, and was planned to take place on Sunday February, 19.

In the somewhat relaxed atmosphere of a Social Club meeting on the previous Friday night, however, four extra NZO Digits took their pledge to join the expedition – NZO FS Engineer Graeme McDonald, F&A CAS Specialist Anita Paul, MIS Specialist Rodney Stokes and FS Engineer Megan Collinson.

“The most terrifying part is jumping from the platform – you feel like you’re on a ship and about to walk the plank.”
– Anita Paul

‘Bungy Jumping’ is the latest craze in New Zealand – a well-organised sport which takes place at Ohakune, some four and a half hours’ drive south of Auckland, off an old disused railway bridge, 30.5 metres (100

ft) high. A towel binds your ankles, and a tie is placed around that on which the ‘Bungy’ is hooked – a rope made of elastic. Anita Paul takes up the story:



NZO MIS Specialist Rodney Stokes tries some mid-air acrobatics.



NZO FS Engineer Megan Collinson – “Now this is what I call a fling!”

...NEW ZEALAND

RON KLEINGELD – A QUIET ACHIEVER

Ron Kleingeld, Wellington Branch (WEO) Sales Unit Manager, is a quietly spoken achiever who has, over the last few years, sold some of Digital's most valued NZ Government business.

Wellington tends to be the centre of the country's finance and banking industry and WEO services all Government business. Sales to Government have played a key role in Digital's recent rapid growth in NZ. Three years ago, when Government departments began looking for alternatives to batch processing through the central IBM-dominated Government Computer Service, Digital was there with proven networking and a leading office information system in ALL-IN-1. Sales to the Ministry of Energy, the Government Printing Office, the Ministry of Agriculture and Fisheries, to name just a few, resulted in WEO posting a 100 percent increase in growth for FY83.

In 1987, however, the growth curve began to flatten out.

"The challenge, with the aid of new products such as the VAX 6200 series and DECwindows plus new office products, will be to reposition Digital as a major force in the Government market," explains Ron. With the share market crash and resulting recession having a more severe impact on the commercially-oriented Auckland market, Ron sees WEO's sales contribution as being of even greater importance.

Back To The Winning Mode

"My first priority was to get back into our winning mode and to continue to increase market share. To do that we are changing the environment in which Salespeople work. I want to elevate them, to give them more quality time to sell, to free them from a lot of administration and follow-up hassles.

"It won't surprise anybody when I say that Rainbows were no easier to sell than NCR Towers." – Ron Kleingeld

"They need more time to do concept selling and strategic selling. There needs to be a more focused approach. We have to be more selective about new business.

"We are going to be chasing large



opportunities – the big accounts with large, long term growth opportunities. This process – made possible by new resources such as the Account Development Unit under Paul La Franchie, and the Direct Response Centre to handle small sales – will play a big role in assisting our Salesforce to achieve their new goals. This is already happening and it is my job to make sure it keeps happening."

Another important objective, according to Ron, is to work to reunite WEO, which is now spread over three buildings. He believes Digital's new offices in Auckland (NZO) did a lot for morale and a lot for Digital's image with its customers.

"Admittedly we are working in luxury when you look at what we had before. But compared to our major competitors we are still the poor relation."

Three-Time Emigrant

Born and educated in Holland, Ron holds the rare distinction of having emigrated to New Zealand on three separate occasions! His parents tried to settle in the country twice, and Ron eventually came back on his own in 1974.

In Holland, Ron had worked as a computer operator on leaving school, eventually focusing on IBM and rising to operations manager. On his arrival in NZ, Ron took up a position at the big Government Cumberland Computer Centre as supervisor running their IBM and ICL systems with a staff of 35.

Ron also did a stint as operations manager for a savings bank consortium, establishing a real-time online banking system, and then went to a large stock and station agency as their operations manager.

Ron takes up the story from there. "After much soul searching, I embarked on a career change as a sales representative with NCR.

I enjoyed selling, but found NCR's products very difficult to sell, so moved to Digital as part of the Small Systems Unit selling Rainbow computers.

"It won't surprise anybody when I say that Rainbows were no easier to sell than NCR Towers."

The stiff training paid dividends, however, when Ron moved into sales of large systems. He quickly converted the Meteorological Service – a large PDP site – to VAX, and went on to make major sales to the Department of Internal Affairs, Ministry of Agriculture and Fisheries, The Fire Service, and spear-headed Digital's first penetration into the NZ Post Office. Ron's customers have also been extremely quick to take advantage of Digital's key support packages such as DECsite and DECprotect. Ron sold the first onsite learning centre in the country.

Love Me Do

Ron was and still is a keen Beatles fan. He joined the Beatles fan club when the song 'Love Me Do' was released in 1963 and, though he didn't have a record player, bought many of the group's records anyway!

Ron and his NZ-born wife Christine have two children – Louise (7) and Richard (3).

Christine is an enthusiastic participant in Ron's other main interest – a Dutch Carnival society. He describes this as "an ethnic group that aims to have two balls a year and keep alive the traditions of the Carnival back home." According to other Digits who have attended these balls, having a good time is an international phenomenon!

If you should see Ron Kleingeld weighed down with strange medals and wearing a rather funny hat, don't worry – Ron works as fervently to keep alive the Dutch traditions as he does to make WEO a major selling force in NZ. And please, no smart remarks about the clogs! ●



"I hereby decree that you shall all enjoy a new right – freedom of speech. But no wisecracks!"

DIGITAL'S 'DEPARTMENT



It's been nearly two years since Canberran (CAO) Digits shifted to Barry Drive, Turner, above, closer to Canberra's commercial centre. In fact, some staff don't even remember the 'old' days at Lonsdale Street, Braddon when three separate locations were home-sweet-crowded-home to 75 employees.

Digital started in the ACT at Braddon, in 1524 square meters (5000 square feet) of space that was originally a used car yard. One who can recall the former premises is Ben Dunn, Government Marketing Manager, who says with a grin, "The only new part of the building was the computer room."

Barry Drive, on the other hand, is an important through route in Canberra that links Black Mountain and the Australian National University on the one side of Australia's capital with Kings Avenue on the other.

Our major investment in equipping CAO as fully as we have confirms to the market that Digital is in Canberra for the long haul.

So special is the route that it's been designated as 'nationally significant.' Restrictions have been placed on, for example, the height of buildings and type of landscaping. Every building on the Drive has to be approved, right down to the variety of grass used.

"What You See is What We Sell"

Most businesses start small and stay that way. After several years of FS presence, Digital kicked off Canberra operations in 1982 with only three Sales people, two support personnel and ten FS employees.

But CAO didn't remain small. Today our office at Barry Drive houses more than 100 people employed in Sales, Marketing, Sales Support and FS, plus separate teams working on major tenders.

Speaking of tender production teams, this is just one of several techniques developed in CAO that are now being used elsewhere in Digital's world. The enormous effort and specialised skills needed to produce responses to major requests for tenders – such as our bid for the re-equipment of the Australian Tax Office's computer systems that's currently being reviewed – led to the development in Canberra of SPR's first tender teams and freeing Sales staff to work on developing strategies for those tenders.

Yet CAO is still small enough to retain its close-knit atmosphere. "Canberra Branch is still at the size where our Social Club involves every employee and their families," Ben says. "Outings regularly draw more than 100 people."

The theme of the Branch is 'What You See Is What We Sell', and for good reason: the office and extensive computer room are equipped with just about every variety of Digital's latest products.

"Prospects and customers come to visit us as well as us going out to see them. People in Federal Government like to see who they are dealing with," Ben explains, "and they're looking at the commitment suppliers have made to the Canberra market."

Our major investment in equipping CAO as fully as we have confirms to the market that Digital is in Canberra for the long haul.



CAO BRANCH SALES Manager Steve Doszpot who, along with SWS's Chris Halliday and FS's Clive Manson make up the Branch's management team.

OF SOLUTIONS'



GETTING CLOSE TO CUSTOMERS comes easy to Canberran Digits, as this customer barbeque held at Christmas shows.

Another advantage of being near Canberra's city centre is that Digital is close to many of our major customers – although, as anyone who has visited the city will tell you, just about everything in Canberra is rarely more than a ten-minute drive away.

Community Minded

CAO – like most locations – prides itself on being close to its customers, not just in proximity but in the spirit of partnership they've formed customers. "As an indication of how close we are with users, the Branch recently put on a customer BBQ at Black Mountain Peninsula where over 350 of our customers joined with Canberra staff," says Branch Sales Manager Steve Doszpot.

"It was an informal occasion for customers ranging from operators to senior management within our user base, as well as important prospects. What I believe made the day so

successful was that Branch staff did more than simply invite the guests – we hosted the event in the truest sense of the word, cooking the meals and serving refreshments," Steve says.

Government may represent the biggest slice of Digital's marketplace in Australia, but Canberra itself is far from being exclusively a 'government town.' In a recent survey, it was found that more than half of wage and salary earners in the city of 275,000 are now employed outside the government sector – in retail outlets, building firms, service companies and numerous other types of businesses that serve any major city.

Branch staff understand that a city is also a community and together with Regional Marketing are closely involved with sponsorships. These range from supporting well-known organisations like the Canberra Theatre Centre, the Canberra Symphony Orchestra and the

Australian Institute of Sport to helping numerous minor community activities.

Back to business, Steve Doszpot feels that – although the Branch is going along well quite nicely, thank you, it's yet to crack the big time. "We need to get into the sales cycle earlier," he says, noting that unlike some Branches where a typical sales cycle lasts between three and six months, business in Canberra can take upwards to 18 months from go to whoa.

"We are also initiating an influencers' program, forming ever-closer relationships with key contacts who are able to leverage business," he says.

"All this is very time-consuming, however, and results can't be expected to come overnight."

Nice premises, a high level of resident expertise, valuable business, clean air and one of Australia's most picturesque cities – indeed, CAO staff have every right to consider themselves lucky. It's a Branch where being busy is an everyday occurrence and, whereas that may be true of *every* location, our 'Department of Solutions' stands out as a great example of the right people, at the right place, at the right time. ●

DIGITAL'S CUSTOM SOLUTIONS

Networking new or existing buildings can present special problems for system designers. Space, third party hardware, and architectural design create hurdles that only the most flexible systems can overcome.

The new Australian Parliament building is an example. Within this structure, each Member of Parliament is able to access external information, the library, Parliamentary records, and each other, from terminals in each suite of offices. But before that could happen, system designers had to work around a lack of closet space. The closets, one to a member, were too small for the standard equipment from Digital that was required to network each of the 450 Parliamentary members and staff.

Digital's Services Team was called in to survey the situation. Working closely with the customer, the team came up with a list of networking requirements for each wiring closet, then proceeded to design and build a solution that would fit. The result was an efficient, customized solution, offering expanded capabilities in a smaller package. ●



FACES IN THE CROWD: (left) SWS's Lee Taylor and Sales John Blackley.



MORE FACES: CAO Bid Centre's Judy Norris (left) and Claudia Minter.



MANUFACTURING AND PROCUREMENT Centre Purchasing Manager Frank Long, right, signs Digital's agreement with Brian Hartley, General Manager of MM Cables.

THE LONG AND SHORT OF MANUFACTURING AND PROCUREMENT

Taking on a long-term project always has its difficulties: a lot of time, effort and money is required along the way, with no immediate measure of overall success. You plan carefully, formalise procedures, and keep your goal planted firmly in your mind as you take each step.

So it is with our Manufacturing and Procurement Centre, headed by Peter Seuffert. In the short term, the group's success is measured by fulfilling Digital's export commitments in its Partnership for Development agreement with the Australian Government – Digital has committed to \$A100 million per year in exports by 1992.

In the long-term, these products will include hardware and software designed and manufactured in Australia for Digital world-wide – and that means starting *now* to raise the level of technology within local manufacturing companies.

Enter Frank Long. In order for hardware products to be 'made in Australia', rather than merely assembled here, they must contain a high value of Australian-made components. Frank, as manager of the Australian Procurement Centre (APC) is working closely with a number of Australian firms for the supply of our world-wide component requirements.

"We've put plenty of effort and a lot of money into development costs and training costs as well as passing on technical information to local vendors to make them more aware of what is required if they want to get into world-wide markets," says Frank.

Painful Reality

For a vendor to manufacture goods for Digital, they must first undergo a very stringent and complex qualification process, handled by APC's purchasing specialists. Qualification alone can take up to a year.

"In other words," explains Frank, "we're bringing world-wide realities to their front door. Sometimes it's a little painful for them, but in 1992 it's going to be important because that's when we expect import tariffs to start coming down – they're going to have to be in a situation where they can compete in a world-wide market place.

"The whole process is costing a lot in money, time and people... the long term benefit is that it will help Australia, and that in turn, will help us." – Frank Long

"A lot of the local vendors have been very inward-looking to date, so we've given them marketing-style information that would have been difficult to get otherwise," adds Frank. "A lot of that has to do with their management style as well – the whole way in which they go about doing business."

Digital not only increases the export of products manufactured locally, but it also opens up new markets to local vendors, often acting as their marketing arm overseas. "In many cases we have gone overseas with

our vendors to assist them in finding new technologies that we know they will require, and then leave them to negotiate the transfer of that technology. So whether we are buying directly from them or are facilitating exports on their behalf, it's a win/win situation on both sides," comments Frank.

Once a vendor has been qualified to supply to Digital, a Basic Order Agreement is signed. Two have been signed to date: one with Weldun for the manufacture of Digital's successful monitor arm, with a value of \$A1 million per annum, and the other agreement is with Delen Corporation (*see story page 12*) for the supply of Printed Wiring Boards – a four-year term agreement for around \$A14 million.

"We make sure that we're not usually more than around 25% of the vendor's business and certainly never more than 50%," says Frank. "If, for any unforeseen reason, we had to withdraw our business, the vendor's well-being would not be seriously impacted."

Frantic Hiring

APC came together in February of last year, at which time Frank joined as Purchasing Specialist. In August, he was vaulted up to the position of APC Manager and spent an industrious three months in the US, training for the role. The business was growing quickly and, on Frank's return, hiring was 'frantic'.

Purchasing Specialist Ray Muffet transferred from Edu Services to join APC. Ray is concentrating on a number of projects, including vendors for plastics, DECdirect local purchasing, and the potential of getting some of the many data cable connectors that are manufactured in the US and Far East transferred here.

Ray has been particularly successful with expanding our market place for Digital's Aussie-developed, award-winning monitor arm – not only consolidating our shipments to Europe, but also opening up new avenues in the US market. We now have three containers of the monitor arms heading for the US to support an ongoing promotional campaign. "The opening of the US market is the result of the effort Ray has put into the project," says Frank.

Purchasing Specialist Gary Blackman joined the group from FS Logistics. Gary is currently working with cable vendors for the DECconnect program, and qualifying a metal fabricator to make metal chassis for CSS products that will be made in Australia. Gary has had great success in filling orders from our Far East region for optical fibre cables.

The purchasing specialists' main job is to seek local manufacturing opportunities which tie into Corporate plans. Once the vendors and their products have been qualified, our purchasing specialists move into a caretaker role, reviewing the vendor's performance on a quarterly basis against such things as quality and delivery times. The day-to-day dealing with the vendors becomes the responsibility of the buyer.

The Centre's buyer is Frank Mulveen, who came over from our Galway factory in Ireland last August with his family. Frank's responsibility is to take orders from the customers – other Digital Regions – and place those with the supplier; he then ensures that the goods are manufactured on time and then transported via the Centre's distribution network to meet the customer's delivery dates.

"This is very important," notes Frank, "because in most cases we are supplying a manufacturing plant, so if our deliveries don't get there on time we could seriously hamper their production schedule."

Purchasing Support Assistant, Tony Samuda, previously worked for Digital in Edu Services, and rejoined to become part of APC in September last year. Tony looks after the data entry of purchase order information and the logging in of purchase requisitions.

APC Secretary Anne Mathers also joined in September. One of Anne's main tasks is to get together all the monthly reports – "all the financials we need when we are reporting back against our export commitments so that we can see exactly where we are with our Partnership program," explains Frank.

Quality is the key. "At the moment," Frank explains, we check all quality at the suppliers' dock before it gets shipped. Shipments then go directly to the customer overseas, so we rely very heavily on the services of our distribution department.

"We had one upset recently with a sea shipment of monitor arms to Europe, where with local wharf disputes and timetable problems there were major delays, so we are currently looking to find a more suitable method of transport. It will still have to be



OUR AWARD-WINNING monitor arm is now sold in Europe and America.

by sea, but we're trying to find a shipping line that will not go via every single island between here and Europe!"

Cross-Functional Significance

Frank highlights the importance of the Purchasing group as a profession that works alongside other functions in the company.

"In the work that we've been doing with DECdirect for local purchases here, we've significantly reduced the total cost of purchases locally, by finding local vendors who can improve on quality and delivery time. That has meant vast savings for the subsidiary, so we do have something to bring to the table that people may not have recognised before," he says.

"We also feel it is advantageous to the Salesforce in their endeavours to sell computer systems locally, that when they're talking with customers they can discuss Digital's efforts in raising the technology level of manufacturing companies here in Australia. In other words, our computer end users can see added value and worth being put back into Australia. It's an added goody the Salesperson can use in their very competitive environment.

"The whole process is costing a lot in money, time and people, but we keep our goal very much in mind – to increase exports by building the country's industrial infrastructure. The long term benefit is that it will help Australia, and that in turn, will help us.

"We're not exactly the Blues Brothers – on a mission from God – but let's say we're on a mission none the less!" ●

MAY IN DIGITAL'S HISTORY

- 1969: Digital's stock splits three for one on New York Stock Exchange.
- 1978: VT100 announced.
- 1982: Digital introduces Professional 325, Rainbow 100 and DECmate II.
- 1983: NSW Department of Health signs major contract.
- 1985: MicroVAX II is launched.
- 1985: SPR's first VAX 8600 is sold.
- 1985: The 1000th employee in SPR is hired.
- 1985: Digital wins bid to supply word processing systems to Australia's Parliament.
- 1986: EASynet reaches 10,000 node mark world-wide.
- 1986: Brisbane Branch office (BBO) moves to new location at 61-69 Coronation Drive.
- 1987: Number of EASynet nodes world-wide reaches 15,000 mark.

MADE IN AUSTRALIA

Through SPR's Manufacturing and Procurement Centre, a number of Aussie firms have been qualified to supply our world-wide computer hardware component requirements:

Weldun Engineering designs and manufactures Digital's computer monitor arms for export to the US and to Europe.

GE Plastics engineers and manufactures plastic moulding compounds for export in substantial quantity to Digital's plants in Taiwan, Singapore and Puerto Rico, and soon will open the Japanese marketplace as well. Plastics are used in the monitor arms exported by Weldun Engineering, and in the future will be included in others manufactured in Australia.

MM Cables manufactures wires and cables – a fundamental component of a computer system, and especially in networked systems. MM Cables is a qualified supplier of cables and listed on the Corporate Approved Vendor Listing which means any Digital plant around the world can purchase directly from our Australian supplier.

General Power Controls (GPC) is one of Australia's most capable assemblers of complex electronic circuits. Using precision machinery, the circuits assembled by GPC are used in products being developed for export by CSS.

Delen Corporation manufacture Printed Wiring Boards – a fundamental component of computer hardware (see story page 12).

Australian Papermakers produce export packaging that protects a product from damage en route to its destination.

Philips Components is being qualified to design manufacture hybrid circuits to Digital's specifications. The first design has been completed and production shipments will be dispatched to Singapore where they form part of a sub-assembly which is used in our RA70 disc drives. In its agreement with Philips, Digital is addressing the more 'glamorous' and more competitive manufacture of sophisticated electronic components themselves.

Negotiations are also at advanced stages with Australian companies for other manufactured products:

- environmental monitors for the protection of computer room facilities
- metal fabrication of chassis for locally assembled products
- Uninterruptable Power Supplies (UPS) to protect computer systems from power failures. ●

PEOPLE MOVEMENTS



Michael Bánham has joined Digital to take up the position of NaC (Networks and Communications) Product Marketing Manager in SPR, reporting to Keith Osborne.

With over 20 years' experience in the computer industry, Michael has been involved in most aspects of the industry, including systems programming, Real Time Operating system design, field support, project management consultancy and more recently marketing. Through much of his time in the industry he has been involved in networked systems of both local- and wide-area varieties.

Michael joins Digital from ICL where he was responsible for the networking plans of large accounts and ICL's OSI program as well as general network product marketing.

Welcome aboard Michael and congratulations on your appointment.



Lyn Wheadon has been appointed as Secretary to Regional Sales Manager Rim Keris. Lyn says she will miss the support and friendship of her previous workmates in the Product Marketing group, but is looking forward to the challenges of her new role. Congratulations Lyn and good luck. ●

MAJOR EXPORT AGREEMENT

Digital has signed the first major agreement for the export of Australian-made electronic components under the Partnerships for Development program. As a result of the agreement, Delen Corporation Pty Limited will manufacture and export PWBs for Digital.

PWBs are a fundamental component of computer hardware, so the qualification of an Australian supplier of PWBs is an important milestone in the development of Australia's information technology infrastructure.

Reaching this milestone will have been no easy job however, taking over a year of intense work on the part of both companies.

In order to be a qualified supplier to Digital, a component manufacturer must be able to supply components to any of our factories world-wide, to a specific level of technology and quality. Thus the process control and quality assurance systems must ensure that the product produced will consistently meet specifications.

"Digital's qualification process is extensive and thorough, and at times painful," according to Delen Corporation's Managing Director, Roger Delen, "but also sincere and constructive. It has propelled us into introducing procedures and controls during a period of three months that otherwise might have taken much longer. The improvements arising from these controls will help us become a cost-effective producer of high-quality PWBs in the shortest possible time."

Expert Advice

To assist in achieving these improvements, specialists from our factories in Japan, Singapore and the US have flown to Australia to provide advice and assistance.

This February, Toshiki Sasabe, Manager PWB Laboratory, Technical Unit Japan Procurement Centre (JRD), flew to Australia from Japan for the second time. He is scheduled for a further two visits to consolidate the gains made so far, and to prepare a joint-technology migration plan to higher technologies. Manufacturing's Materials and Process Engineering Manager Louis Chew, based at Mowbray Road (SNA), is assigned nearly full-time to assist Delen Corporation in achieving the qualified supplier status.

Manufacturing Development Manager, John Englaro, also based at SNA, is the Digit who has worked most closely with Delen for more than a year to guide them through Digital's demanding qualification process. According to Jennifer Gilchrist, Partnership for Development Manager (SNA), "They usually don't get the glory, but it's mainly through the determined efforts of people like John that plans are transformed into real, tangible products."

For Delen Corporation, the graduation from being Australia's blue-ribbon PWB-maker to being a supplier to a blue-chip computer company will have benefits which extend far beyond the current agreement.

"One of the goals of the Partnership program is to develop a manufacturing infrastructure that can stand on its own." – Peter Seuffert

"Once we have gone through the certification process with Digital, it will be much easier to obtain other export orders, both from other transnationals in Australia and from electronics companies based overseas," Mr Delen said. "They realise that if we meet Digital's requirements for quality and cost, we are a world-class manufacturer."

Peter Seuffert, Regional Manufacturing Manager, concurs with Roger Delen's assessment. "One of the goals of the Partnership program is to develop a manufacturing infrastructure that can stand on its own, and in achieving that goal real progress is being made here."

One aspect of the agreement demonstrates the spirit in which the companies work together: the future products into which Delen's PWBs will be assembled will require manufacturing technology which has yet to be developed in Australia.

Through the agreement, both Delen and Digital have placed themselves in a 'pull' situation for further technology transfer. In order to fulfil the agreement, additional technology must be 'pulled' into Australia – in the spirit of the working partnership that has been forged, and in the true spirit of the Partnerships for Development program. ●



MANUFACTURING Development Manager John Englaro.

THE DYNAMIC GILCHRIST DUO



JENNIFER GILCHRIST, Partnership for Development Manager (SNA).

As Digital enters the second year of its Partnership for Development agreement, our activities are gathering momentum. Co-ordinating all of this activity is the responsibility of Jennifer Gilchrist, Partnership for Development Manager (SNA).

Manufacturing vendors are being qualified to export products, CSS has shipped its first product designed and made in Australia for world-wide export, and the other Partnership work programs are proceeding at a frenetic rate. And, as we 'ramp up' toward our targets of \$A100 million in exports and \$A25 million in research and development per year by 1992, Jennifer's task is growing in complexity.

Jennifer organises the Government reviews and is the point of liaison with the Department of Industry, Technology and Commerce (DITAC) – the Government agency administering the Partnership scheme.

"Becoming involved with these people was quite an eye-opener," Jennifer says, "And I had to learn to use a little more diplomacy!"

Jennifer is well-qualified and experienced in this area, having worked closely for a number of years with Regional Product Marketing Manager, Max Burnet on Digital's Offsets program which was replaced by the Partnership program last year. Now Jennifer works most closely with Regional Manufacturing Manager Peter Sueffert, as well as with the SPRMC members of the five other functions involved in the Partnership program – SWS, Edu Services, NaC, CSS and New Ventures.

When her work at Digital is finished, Jennifer packs up her organisational skills and takes them to Toastmasters International, where she is President and active member of the Chatswood branch and a dedicated participant in the seminars and activities of the NSW District.

Jennifer has been a Digit for 12 years, having joined in 1977 after five years with Levi Strauss. Prior to her Government-related jobs, she worked with the FS Marketing group.



JOANNE GILCHRIST, SWS Marketing Secretary.

Like her mother Jennifer, SWS Marketing Secretary Joanne Gilchrist is skilled in the art of organisation, and was recently rewarded for her efficiency-with-a-smile approach with a placing as runner up to represent NSW in the Secretary of the Year 1989 contest.

The competition is organised by Drake Personnel and is an annual event extended to all secretarial staff throughout Australia. Joanne was short-listed from 170 entries in NSW to become one of ten finalists.

"The first round is a seven page written submission, based on given questions," Joanne explains. "If you pass that, there's a difficult verbal fluency test which is 50 questions on grammar and spelling to be completed in 15 minutes.

"That's followed by a typing test," Joanne continues, "in which you're given a letter with no punctuation, no paragraphs and no upper case, and you have to fix it up in a set space of time. After using Digital's wonderful DECmate for six years, it's not easy going back to the typewriter!"

Joanne then had a 'nerve-wracking' interview by a three-person panel from the Secretarial Board of Governors.

The individual results of the judging process are not given out. Until the day of the final judging in late March, Joanne knew only that she was one of ten finalists. After being interviewed on the stage of the Martin Place auditorium, the selection was announced.

"Yes, of course I would have liked to be the winner, to be representing NSW in the Australia-wide judging," Joanne admits, "but I found the whole process very challenging and motivating and I'll certainly try again next year.

"I like my work and I've done courses to refine my skills, including being an active member of Toastmasters International. I like to push myself."

Joanne joined Digital in 1983, and now works with SWS Marketing Manager Gordon Makryllos. "Joanne deserves to be Secretary of the Year," says Gordon. "As far as I'm concerned, she is a winner."

SCIENCE NON-FICTION

Private Eye

Cambridge, Massachusetts – A company has developed a gadget that generates a full-size video image at high resolution from a unit roughly the size of a chewing gum packet. The gadget, called Private Eye, is made by Reflection Technology (RTI), backed by individual investors working at MIT in Boston.

In the future RTI says it may produce a double unit with two displays, one for each eye, to create 3-D images. It may also combine Private Eye with hi-fi headphones to provide the 'ultimate in personal entertainment.'

Grain Drain

Planet Earth – The next few weeks are shaping up to be one of the most interesting periods in the history of international grain markets as the results of severe drought and unusually cold weather fronts are tabulated.

In the US, the coldest weather front in five years threatened winter wheat, citrus and cattle growers. Bad weather also compounded the effects of last year's US drought, which saw world wheat stocks plummet to a 16-year low.

Unusually dry conditions also caused problems in Italy and China, while heavy rainfall swept across South-east Asia and Australia. In Venice, major waterways were reduced to a trickle, while China is still experiencing one of the worst droughts in its history.

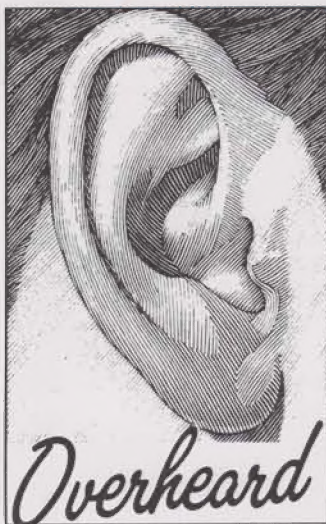
Medical Robots

Undercover – In the pipeline is the start of an ambitious project to build intelligent robots as assistants for doctors and nurses in hospitals. The program is split between three teams. The first will work on a robot to help surgeons with pin-point precision in eye and brain operations. The second will work on a robot designed to help nurses lift patients in hospital, and the third team will build on a 'fetch-and-carry' robot for disabled people.

Walkie Talkie

USA – A miniature microphone that both transmits and receives radio communications has been developed to be tucked in the ear. Called Maxon, it allows convenient communication between bike riders or others whose hands may be full.

Costing \$US69 for a pair of sets, Maxon transmits an audio signal for up to a quarter of a mile. The unit has an accompanying palm-sized portable transceiver that sits snugly under crash helmets, ski goggles, hard hats or other head gear. Could this replace passing notes in school? ●



Regional Sales Manager Rim Keris was delighted to be working late on the night of 29th of March – it was to sign a contract Digital had been awarded by Australian Archives. The initial order of \$A620K for a VAX 6310 system has already been logged by CAO Account Manager Tim Ward. Stiff competition for the tender was waged by IBM, WANG, CDC and PRIME, but thanks to the following dedicated Digits, we won out:

Account Manager Tim Ward, CAO SWS Specialists Bruce Kay and Doug McGeachie, SNO SWS Business Services Manager Rob Renfrey, MEO SWS Business Development Specialist Peter Lyons, CAO Account Development Representatives Evan Williams and Margaret Berman, CAO SWS Business Development Specialist Bob Plemel, Australian Legal Counsel Stuart Davis, CAO FS Business Manager Mike Patroni, SNM Sales Executive Eric Amos and that super-team from the Canberra Bid Centre, Karren Onions, Judy Norris and Claudia Minter.

This is an important win for Federal Government business as it represents further progress within the large Federal Government Department of Administrative Services, it is the first VAX 6310 to be installed in Canberra, it is also a new account for Digital and, since PRIME were the incumbent vendor, it is a competitive success.

Congratulations to all involved, and thank you!

★ ★ ★

Always enterprising in his role as SNO Personnel Consultant, Peter Goldrick has now been officially named by the Australian Enterprise Workshop as NSW's 'individual most worthy of merit' in their class of '88.

In the Workshop, teams of people in each State work together with an inventor to create a successful business plan for the launch of his/her product into the world market. Awards for each team and for individual contribution are given for each State – Peter and his partner just missed out in NSW – and from those winners are chosen the success stories in the national category.

For his strategic marketing and implementation process of their product, Peter has received membership to the Corporate Director's Association. Congratulations Pete!

★ ★ ★

As we report on pages 8 and 9, the street our CAO location straddles in Canberra has been declared 'nationally significant' and subject to many restrictions. Well, national significance aside, our research also reveals some historical interest in our address.

It seems the old building that was demolished to make room for Digital at 7-11 Barry Drive, Turner was, according to Ben Dunn, reputed to be Canberra's most prestigious house of 'executive entertainment.' Say no more.

★ ★ ★

The US-based Council on Economic Priorities has awarded Digital a 'Community Action' Corporate Conscience award for its corporate citizenship efforts. Digital was especially cited for 'building a large plant in Boston's depressed Roxbury area'; its 'record of community outreach' for programs focused on job training and drop-out prevention; for purchasing from and educational support of minorities; and for co-sponsoring a 'nation-wide AIDS education program produced by Westinghouse.'

The Council is a public interest research organisation that evaluates the policies and practices of US corporations and issues affecting national security. It seeks to promote corporate social responsibility and international peace.

★ ★ ★

STL FS Marketing Manager Dave Caverley was recently asked to approve a press release sent by SPR's Media Relations Manager Merri Mack (SNO). Having viewed the copy and made his changes, Dave then sent the release back – to Merrimack, Massachusetts (MKO). Oops!

★ ★ ★

From farewell to wedding Bell – so are the days of Wilma Speir's life. The SNO-based VAX Software Product Manager was preparing to take up a role with Digital in Canada when she was made an offer she couldn't refuse – marriage to Aussie civil engineering consultant Tim Bell. Wilma will now be staying Down Under, and planning her July 8 garden wedding. Congratulations Wilma, and we're happy to have you back!

★ ★ ★

When staff at the Public Service Commission Head Office in Suva, Fiji, arrived for work one recent morning, they discovered that six of their VT220 terminals, an LA210 printer and a multiplexer were missing.

A three-page ransom note, pinned to the equipment room door, demanded \$5,000-Fiji for the safe return of the equipment, with the usual TV-style details of the method of payment – no marked bills, no police involvement, etc.

The police, of course, were called and searched the surrounding area for clues.

To everyone's surprise, the equipment was found undamaged on top of a lean-to roof several buildings away – neatly wrapped and sealed in plastic bags.

The equipment has been reinstalled, security has been improved and police investigations are continuing!

★ ★ ★

When ADO SWS Specialist Bill LeBlanc and his wife Tammy became the proud parents of twin girls, Bill sent out the following internal memo:

"The dual configuration (for redundancy of course!) was booted for the first time on 1 March, 1989. Node ABBEY:: was first to reach operational status at 22:31 with node SHANNON:: following close behind at 22:36.

"The 'engineers' are still running diagnostics, however the cluster (ABBEY::, SHANNON::) should be operational within a few days in which case training of the operators in how to change media and service peripherals should commence.

"Following a successful implementation, the system shall be officially handed to its operators.

"The project was brought in two and a half weeks ahead of schedule."

Congratulations to the LeBlanc family on the successful completion of their project!



REGIONAL EDU SERVICES Manager John Baker took the helm when Edu Services boarded a 'cruise to nowhere' to celebrate their recent award from GIA in recognition of SPR Edu management achievement in FY88. Cruising the coast for a weekend with their partners were: SNO Personnel Manager Pat Lucas and Edu Services Managers Peter Ives, Colin Lathwell, John Davidson and Mark Kingaby.



SWS BUSINESS Development Specialist Annie Barnett, left, and SWS Marketing Manager Gordon Makryllos were amongst the 40 Digits who gathered at the Chatswood Business Club in late February to say goodbye to Rene Landau, who after 14 years with Digital has left to study architecture. Rene joined Digital as a Software Specialist and held a number of positions including Consulting Unit Manager, PSS Business Manager and most recently, Third Party Software Marketing Manager, working in Tasmania, New York, Canada and of course Sydney.

STL FS Engineer Hugh Olivier is certainly glad he will never be 21 again. In late March, Hugh and some 30 fellow Digits joined the throng at Sydney's Argyle Tavern for a 'Jolly Swagman' show. Our sources reveal that Hugh was thoroughly delighted by the three-course meal, the Down Under ditties and the sheep being shorn on stage, but it was with the didgeridoo competition that Hugh began asking, "Are we still having fun?"

Members of the audience were asked to attempt to play the Aboriginal musical instrument, and when Hugh refused the appeals of his co-Digits, he was literally carried onto the stage amidst cheering and clapping. Hugh will always be able to look back on a wonderful, if not unusual and embarrassing, 21st party!

★★★

DECUS (Digital Equipment Computer Users Society) has always been successful in bringing users together to share problems and solutions, but one of its most recent success stories was entirely unintentional. DECUS Project Specialist Carolyn Bennett and DECUS board member Ken Washburn, who first met at a DECUS symposium, united in late February to create a permanent mini-symposium, sharing problems and solutions til death do them part!

Regional Product Marketing Manager **Max Burnet**, DECUS Manager Maggie Alexander and DECUS Secretary Melanie Preuss were there to share the couple's wedding day as the ceremony and following celebration took place on the roof-top of Sydney's Taronga Centre, overlooking the harbour. We wish Carolyn and Ken every happiness. ●

SUCCESSFUL UNION

The Managing Director, Mel Ward, has expressed his appreciation to those involved with the successful arrangements which were provided at the International Telecommunication Union (ITU) Meetings held in Melbourne during November - December 1988.

The meetings were a great success due in part to the generosity of your organisation in providing equipment which ensured the smooth running of the meetings.

I would personally wish to thank you for the untiring assistance you provided and the efficient manner in which you set up, maintained and dismantled the equipment at the Melbourne Town Hall and the Argus Building.

Several of the senior ITU staff were highly complimentary of your organisation's efforts and I am sure you will agree the results reflected great credit on Digital Equipment Corporation, Telecom and Australia.

NR Crane

Telecom Australia

Addressed to SNO SWS Specialist Stan Gifford.

Late Nights for Paul de Groot

The GT Software Fair concluded successfully and it could not have happened without your help.

A ROOF OVER OUR HEADS



COMPLETION DRAWS NEARER as the roof goes on the office block of our new Regional Headquarters at Rhodes.



The GT Group wishes to thank you for your timely support and especially for the excellent job of project management conducted by Paul de Groot. Paul had a tough task on his hands in pulling together his resources and our Reseller applications and getting all to work together. Several late nights were spent doing this and in the end it worked very well. Paul's understanding of the situation and the expert way it was handled proved to be the winning combination in the end.

Thank you again for your support on this project and others in the past. I know GT can tend to be a bit demanding at times, but with the correct understanding we can all win. We look forward to working with you in the future knowing we have excellent support from you and your group.

Victor Koshka

OEM/Reseller Manager

GT Microcomputer Pty Ltd

Addressed to SNO SWS Manager Christine Stirrup.

Just a Phone Call Away

This short note is just to express my thanks and gratitude for the timely support your group offered us at our recent Software Fair.

When any exhibition like this is staged, a major fear one has is equipment failure and I guess we were just a bit unlucky on the day.

With your help, we had an engineer on site in a couple of hours and were running several hours later. This undoubtedly saved GT and our exhibitors a great deal of embarrassment due to such failure of systems.

Please also express my thanks to Natalie Keen on the switch who handled our call expertly. Thank you again for your support.

Victor Koshka

OEM/Reseller Manager

GT Microcomputer Pty Ltd

Addressed to STL Customer Support

Centre (CSC)

Supervisor Kim Nichols.

INSIDE

2 Overview

Regional CSS Manager Graeme Shorter talks about the new age of 'service economy'.

4 Digital's Financial Architecture

All you ever wanted to know about IPRs and EEVs.

6 Dedicated or Demented?

NZO Digits take a leap.

8 Digital's 'Department of Solutions'

The Canberra office in profile.

10 A Commitment to the Future

The ins and outs of the Australian Procurement Centre.

13 The Dynamic Gilchrist Duo

Like mother-Digit, like daughter-Digit.

14 The Days of our Lives

'Overheard' brings you news from around the traps.

TUNNEL VISION

Your mission this month, should you choose to accept it, is to find the tunnel that will lead you out of this mess. The first correct entry drawn will win a well-deserved dinner on *Digitalk* to the value of \$A100.

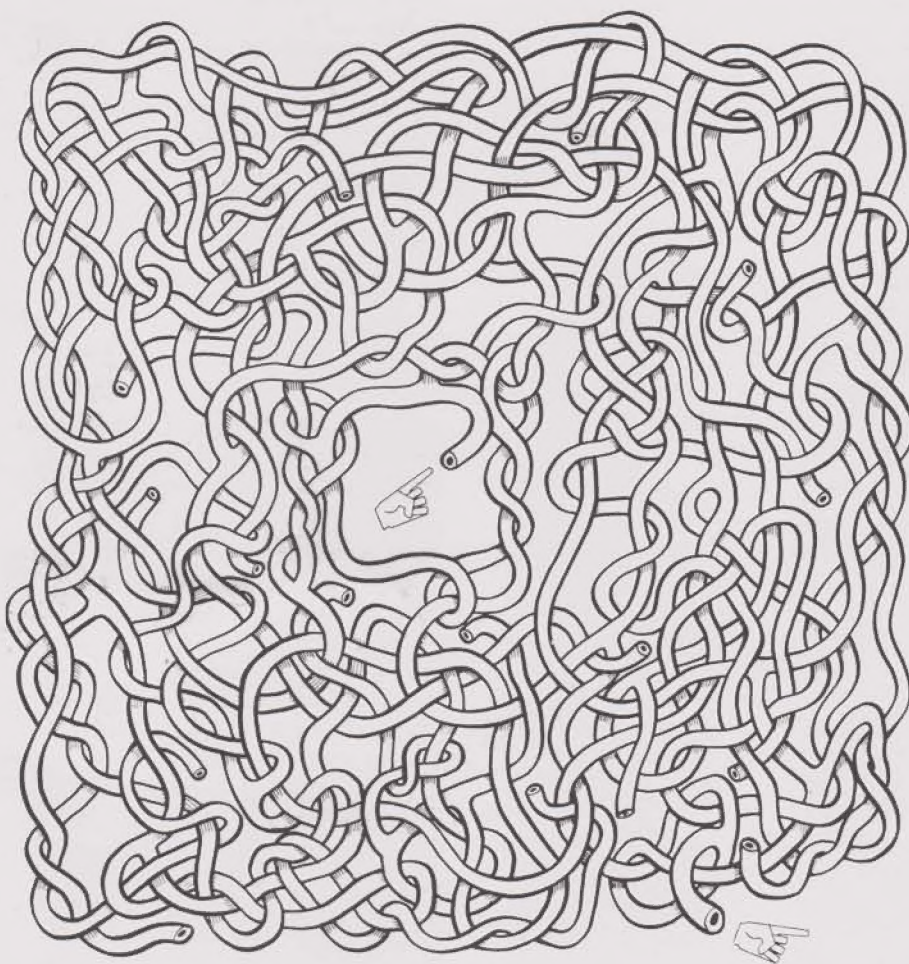
Entries received after June 6 will self-destruct. Good luck!

Send entries to *Digitalk*, SNO 10/1.

NAME _____

POSITION _____

MAILSTOP _____



MAY DIGITALK

003734

MAX BURNET
CORPORATE RELATIONS MANAGER
SNO 6